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Construction Staffing Baseline



Prepared by

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South Carolina Department of Transportation
March 11, 2008

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Problem Statement

The South Carolina Department of Transportation (SCDOT) is responsible for the inspection services and ultimately the acceptance of all highway construction projects within the state. Once a highway project is accepted from the contractor, the SCDOT becomes responsible for all future maintenance. To perform the inspection services of highway construction projects, the SCDOT utilizes both internal inspection staff as well as outsourcing to qualified consulting firms. In order to ensure both statewide consistency and accurate inspection techniques, the SCDOT has implemented an inspector certification program in conjunction with both the University of South Carolina and Clemson University. The certification program is used to educate and certify both internal personnel as well as external consultants.

The purpose of this project is to determine the construction staffing baseline for the Department's highway construction inspection services. By identifying this baseline and comparing it to future construction programs, senior staff can identify future staffing needs. Also, these needs can be shared with the consulting community so that their business plans can be adjusted as necessary.

The SCDOT in conjunction with the Federal Highway Administration (FHWA) has developed a joint strategic plan that addresses the Department's direction and goals for future years. The strategic plan identifies five critical goals for the agency and they are commonly referred to as the Department's "Big Rocks". The strategic plan's "Big Rocks" include; safety, maintenance/preservation, resources, customer service, and

employee development. The establishment of a construction staffing baseline is very closely tied with the Department's second and third "Big Rocks"; maintenance/preservation and resources, but also touches the other three "Big Rocks" as well.

The assurance of adequate, properly trained inspection staff directly affects the first "Big Rock", safety, in many aspects. Safety to both the motoring public and workers in highway construction projects begins with proper implementation of work zone and traffic control devices. The proper number of inspectors is needed to ensure that the construction contractor is proceeding with the installation of safety devices that meet the contract's specifications and special provisions. Also, as the contractors begin installing permanent structures inspectors ensure that the structures meet the required material certifications and installation specifications. If these are not met, safety could be jeopardized immediately and in the future.

The second "Big Rock" is maintenance/preservation. One specific way to minimize maintenance and preserve our state highway system is by construction inspection. Proper inspection of construction projects not only ensures that construction dollars are being wisely spent on proper installation techniques and quality products, but minimizes future maintenance needs by gaining the benefit of the full service life expected for each construction project.

The third "Big Rock" is resources. The citizens of South Carolina expect the SCDOT to manage their resources, in this case employees, wisely and efficiently. To do

so, one must understand the staffing needs as they are associated with the number and type of construction projects that are awarded. By establishing the staffing baseline, management can then adjust employee slots and assignments, and set up contracts for outsourcing to cover any staffing shortfalls predicted for future years and share these needs with the consulting industry.

Through proper inspection of construction projects excellent customer service, the fourth “Big Rock”, can be achieved by; limiting rework, providing timely testing results, minimizing environmental impacts, ensuring quality products and construction techniques that meets the intended project service life.

Finally, employee development, the fifth “Big Rock”, can be accomplished by providing the appropriate type and quantity of training needed to ensure that an adequately trained construction staff, both internal and external, is ready to meet the inspection demands for future anticipated construction programs.

The determination of a construction staffing baseline for the Department’s highway construction inspection services will certainly involve all aspects of the SCDOT/FHWA Strategic Plan and provide the tools necessary to ensure that SCDOT’s future inspection services are exceeded.

Data Collection

The data collection for this project included; field construction personnel data from SCDOT's office of human resources and a 3-year construction project history from SiteManager, an American Association of State Highway Transportation Official's (AASHTO) construction management software used by SCDOT.

Construction Staffing

The personnel data for full-time construction employees in each resident construction engineer's (RCE) office is shown in Appendix A¹. This includes both the geodetic technician and engineer classification categories. The statewide employee summary is shown in Table 1.

Table 1. Construction Employee Summary

| Employee Classification | Number of Employees |
|--------------------------------|----------------------------|
| Assistant Geodetic Technician | 117 |
| Associate Geodetic Technician | 138 |
| Senior Geodetic Technician | 37 |
| Chief Geodetic Technician | 12 |
| Engineer I | 58 |
| Engineer II | 58 |
| Engineer II | 39 |
| Total | 459 |

There are 40 construction offices with 459 employees dedicated to the engineering and inspection of construction projects statewide. Generally, each office has a resident construction engineer (Engineer/Associate Engineer III), an assistant resident construction engineer (Engineer/Associate Engineer II), entry-level engineers

¹ SCDOT Office of Human Resources

(Engineer/Associate Engineer I), and various project inspectors (Assistant Geodetic Technician, Associate Geodetic Technician, Senior Geodetic Technician, and Chief Geodetic Technician). Offices vary statewide from seven to nineteen employees and are based on the historical and anticipated workload as well as the staff's experience.

The RCE offices are responsible for the day-to-day project management, inspection, and contract compliance monitoring of all construction projects let statewide. These offices ensure that contractors construct highway improvement projects that meet the project plans and specifications, utilize quality products through inspection/testing and material certification, as well as ensure that all permit requirements are adhered to by contractors. This project paper will only consider the staffing requirements of the RCE offices statewide. There are other offices that support the RCE's and their staff, but will not be included in this project.

Project History

The complete 3-year construction project history from 2005 to 2007 is shown in Appendix B². Table 2 shows the 3-year project summary which indicates the number of projects let per year, total costs per year, average cost per project per year, as well as the combined 3-year totals.

Table 2. 3-Year Project History

| | 2005 | 2006 | 2007 | Total |
|--------------------------------|----------------|----------------|----------------|------------------------|
| Number of Projects | 313 | 201 | 206 | 720 |
| Yearly Total | \$639,309,177 | \$232,718,200 | \$311,024,864 | \$1,183,052,241 |
| Average Contract Amount | \$2,042,521.33 | \$1,157,801.99 | \$1,509,829.44 | \$1,643,128.11 |

² SCDOT SiteManager Construction Management System, Version 3.7A

The project history is used to establish the current average cost of a construction project over the 3-year history and the average yearly construction program costs. In 1998, SCDOT began an accelerated construction program that used future funding as revenue leverage to sell bonds so that projects could be constructed earlier than normal funding would be available. This was done so that construction escalation costs could be avoided and ultimately save taxpayers millions of dollars while gaining the benefits of the new construction much earlier than the traditional pay as you go process. This program was labeled as the “27 in 7 Program” because 27 years of traditional construction projects could use bond revenues and be completed in 7 years. As part of the “27 in 7 Program” two construction resource managers (CRMs) were hired to supplement SCDOT staff. If the CRMs were not used, SCDOT would have had to hire a significant number of trained employees to handle the additional workload of approximately 400% during the peak periods. Now that the final “27 in 7 Program” projects are being completed, it is the opportune time to establish a construction staffing baseline. Please note in the 3-year project history that the 2005 yearly total represents the final year of the “27 in 7” Program, but is only used to calculate the average project cost for that year.

Data Analysis

The August 2000 FHWA technical report, Development of a Process to Forecast Construction Staffing Levels, by Stefanie Brandenburg and Lansford Bell was used to establish the baseline construction program the current staffing level can support (Table 1) and establish the baseline staffing level needed to support the current construction program based on the 3-year historical average (Table 2). Brandenburg and Bell used

linear-regression and multiple regression techniques to model their forecasting procedures. As a result, their regression analysis equations were used for this project data analysis. Their research considered the following inputs; project costs, project types, man-hour history, engineering districts, and employee task percentages³. Finally, Brandenburg and Bell used their research and the inputs listed above to develop man-hour requirements based on construction project cost as the variable input. Individual regression equations were developed for the following eight project types and are shown in Appendix C⁴; general construction (all categories), bridges and approaches, grading/drainage/base, pavement markings, resurfacing, signalization, widening, and other.

The only regression equation used in this project to establish the construction staffing baseline is the general construction category, which for Brandenburg and Bell's technical report included all SCDOT construction projects. This equation was chosen for the following reasons; SCDOT's accuracy of project type determination, SCDOT's current and past project type determination, and lack of project data in the other categories included in Brandenburg and Bell's report.

SCDOT has not in the past done an adequate job on identifying projects types. For instance, the category grading/drainage/base, in the past could include; urban and rural widenings, resurfacing projects with additional shoulder improvements, and

³ Brandenburg and Bell, Development of a Process to Forecast Construction Staffing Levels, p. 7-13

⁴ Brandenburg and Bell, Development of a Process to Forecast Construction Staffing Levels, p. 16-25

intersection/turning lane improvements. Without a more accurate identification of project types, the use of regression equations for project types could provide false forecasting.

Another reason to only use the regression equation for the general construction category is that SCDOT has recently changes how project types are categorized. Currently, SCDOT uses quantity percentages to determine project categories. This is being done so that better market analysis and collusion detection can be determined among other things.

Finally, in my opinion there was not enough available data in Development of a Process to Forecast Construction Staffing Levels to accurately provide a regression forecasting model for many of the project categories. For instance, the widening project type regression equation only considered five data points. Brandenburg and Bell tried to improve their equations through more statistical analysis and discrediting data considered to be outliers, but even admitted that “the number of data points in each project category should be at least 40, but the more data points, the more accurate the analysis”⁵.

The regression equation⁶ used in this report from Brandenburg and Bell’s technical report for the general construction category is shown below where y is the construction man-hours required based on x, the construction project cost.

$$Y = 0.2773 x^{0.6318}$$

⁵ Brandenburg and Bell, Development of a Process to Forecast Construction Staffing Levels, p. 29

⁶ Brandenburg and Bell, Development of a Process to Forecast Construction Staffing Levels, p. 16

Using SCDOT's current staffing and prediction of future staffing requirement several adjustments must be made to determine actual available man-hours for an employee. These adjustments include; holidays, annual leave, sick leave, and training. The Department's Office of Human Resources indicated that only 6.04 hours/day or 75.5% of the total employee time is actually available for inspection services. Also, an adjustment was made to account for vacant positions. For this project, a vacancy rate of 10% was used. Finally, only experienced, trained personnel ready to independently perform the necessary inspection requirements should be considered when establishing a staffing baseline. For this project, the employees in the Assistant Geodetic Technician classification were not included as part of the current staffing level. Although, one must consider time in all classifications necessary to enable a person to independently perform the inspection requirements for the appropriate level, the Assistant Geodetic Technician is generally consider a training classification where the employee is in the process of obtaining the necessary inspection certifications to adequately perform inspection services. After these necessary adjustments are made, there are 308 employees with a total of 483,560 available man-hours per year.

Based on the data analysis mentioned above, the Department can measure construction staffing needs by utilizing two methods. The first method is to use the average historical project costs and average yearly total costs to determine the inspection staffing baseline needed to support the current construction levels based on the most recent 3-year history. By using the three-year average historical project cost of \$1,643,128 and an average yearly total cost of \$394,350,747, the average yearly

inspection staffing baseline needs based on Brandenburg and Bell's general construction regression equation is 562,560 man-hours or 358 employees, which leaves a shortfall of 50 employees or 79,000 man-hours.

The second method is to use the current staffing level and average historical project costs to determine what size construction program baseline can be supported. The current available construction staffing of 308 employees with 483,560 yearly man-hours available and a historical average construction project cost of \$1,643,128, based on the same Brandenburg and Bell regression equation will support a yearly construction program of \$338,484,368, which is \$55,866,379 less than the 3-year historical average.

For both methodologies, the average construction project cost is used so that the cost data falls within the data range used to generate the regression equation. Then the average construction project cost data is multiplied by the total number of projects (720) for the 3-year historical average to determine the yearly staffing baseline. Average yearly total costs were originally used, but provided bogus data. After further review, it was apparent that the yearly total costs were well outside of the data range used to generate the regression equation.

Implementation Plan

As you can see from the data analysis, the SCDOT currently has a construction staffing shortfall of approximately 16% based on the 3-year historical average. This staffing shortfall is overcome by outsourcing to qualified external consultants. In order to maximize the efficiency of our resources, in this case construction personnel, it is not

reasonable to set the staffing baseline at the exact construction programming level because construction projects are not spread equally throughout the state and the exact prediction of the construction programming level is almost impossible to predict. The expected outsourcing of inspection services from a baseline comparison is 15% to 20%. Construction projects have never been spread equally throughout the state since they are based on highway needs. This is especially true since the 2007 restructuring of SCDOT and the associated changes in the law regarding project selection criteria. Historically, SCDOT has prioritized projects within regions of the state such as the engineering districts or counties. Currently, SCDOT is prioritizing projects from a statewide perspective based on the new state law, which will certainly have a dramatic impact of how construction projects are distributed throughout the state. With the new law recently in effect, it is difficult to determine at this time what that distribution will be for future years. As a result, it would not be prudent at this time, or in the past, to set the staffing baseline at the predicted construction program level. This would leave some areas of the state with underutilized staff and other areas still in need of outsourcing inspection. Finally, it is almost impossible to predict the exact programming level due to project unknowns such as environmental permitting, contaminated/hazardous material discovery, public involvement, and changes in project priorities. Again, setting the staffing baseline at the predicted construction program level would create inefficiencies.

The construction staffing baselines determined earlier for both the current staffing level as well as the historical average construction program are just baselines and it is difficult to predict programming levels and distribution on a year to year basis. However,

any major changes in the construction program level will require a revised staffing baseline to be determined. This occurs on a regular basis with each passing of the Federal Highway Appropriation Bill. Each Federal Appropriation is a 6-year bill and provides yearly funding levels for the states. At the approval of each bill on the 6-year cycle, the baseline for construction staffing will be determined based on the approach in this project. Once the baseline is determined, senior staff will evaluate the need to increase staff through additional slots, reorganization of current employee slots, or additional outsourcing to qualified consultants. An additional staffing baseline determination will also be conducted as part of the 10-year District review as required per law. The 10-year District review is conducted to determine proper and efficient operations of the engineering Districts. As part of these reviews, construction staffing baseline determination will be included. Based on the Federal Highway Appropriation Bill and the 10-year District review, construction staffing baselines will be determined at a minimum of every 5 years. Other baseline determinations may be required if other significant changes are made to the construction program levels. Two recent significant changes to the construction levels include the creation of the State Infrastructure Bank and the "27 in 7 Program". Other future changes to the construction levels could include additional bonding programs and the national move toward public/private partnerships for highway infrastructure.

Evaluation Method

At each baseline determination period mentioned previously, the average project cost based on the previous 3-year history should be evaluated to determine the man-hours

required for an average project. Also, the 3-year history should be evaluated to determine if the outsourcing falls within the 15% to 20% range of the staffing baseline. If not, reasons should be evaluated for efficiency and adjustments made to staffing if possible.

As indicated earlier, staffing cannot reasonably be adjusted on a yearly basis to correspond to staffing baseline determinations. Adjustments to staffing will be a methodical, but necessary process so that the third "Big Rock" of the strategic plan, resources, is managed wisely and efficiently. Part of that process is to ensure that the construction staff is fully utilized at all times, which cannot be done without the establishment of the staffing baseline.

Conclusion

Based on the Brandenburg and Bell's regression equation used for this project, the current construction staffing level will support a yearly baseline construction program of \$338,484,368, which is \$55,866,379 or 16% less than the 3-year historical average. Currently, SCDOT construction staffing is at the appropriate level based on the historical average. However, as changes to the construction program occur, a new baseline will be determined using the method set forth in this report.

It is necessary to understand that the establishment of the staffing baseline is only part of the equation when determining outsourcing. Other factors include; specific project expertise, proper training of staff, and equal distribution of both staff and expertise. For instance projects such as the Ravenel Bridge project in Charleston should be removed from consideration when establishing staffing baselines. It is just not a wise and efficient

use of resources to hire, train, and maintain a staff construction inspectors specializing in cable-stay bridges, since the Ravenel is the only such structure in the state. However, the establishment of the staffing baseline is a very important management tool to wisely and efficiently manage employee resources and should be used each time a major change is realized in the construction program level.

Appendix A

County Construction Positions

County Construction Positons

| County | Assistant Geodetic Technician | Associate Geodetic Technician | Senior Geodetic Technician | Chief Geodetic Technician | Engineer I | Engineer II | Engineer III | Total |
|-------------------|-------------------------------------|----------------------------------|-------------------------------|------------------------------|------------|-------------|--------------|-------|
| Aiken | 3 | 4 | 3 | 0 | 0 | 2 | 1 | 13 |
| Richland Const A | 3 | 4 | 2 | 0 | 1 | 1 | 1 | 12 |
| Sumter | 5 | 3 | 1 | 1 | 1 | 2 | 1 | 14 |
| Richland Const B | 6 | 1 | 1 | 0 | 2 | 2 | 1 | 13 |
| Lexington Const A | 3 | 3 | 1 | 1 | 1 | 3 | 1 | 13 |
| Lexington Const B | 3 | 3 | 1 | 1 | 3 | 0 | 1 | 12 |
| Saluda | 3 | 0 | 0 | 1 | 2 | 0 | 1 | 7 |
| Laurens | 2 | 3 | 0 | 0 | 2 | 1 | 1 | 9 |
| Abbeville | 4 | 2 | 0 | 0 | 2 | 1 | 1 | 10 |
| Greenwood | 1 | 4 | 0 | 0 | 3 | 0 | 1 | 9 |
| Newberry | 1 | 3 | 0 | 0 | 1 | 1 | 1 | 7 |
| Spartanburg A | 5 | 7 | 2 | 0 | 1 | 3 | 1 | 19 |
| Greenville A | 1 | 4 | 0 | 1 | 1 | 2 | 1 | 10 |
| Greenville B | 2 | 6 | 1 | 0 | 4 | 3 | 1 | 17 |
| Greenville C | 0 | 10 | 1 | 0 | 4 | 3 | 1 | 19 |
| Spartanburg B | 6 | 7 | 1 | 0 | 2 | 2 | 1 | 19 |
| Pickens | 1 | 8 | 1 | 0 | 0 | 1 | 1 | 12 |
| Anderson | 3 | 7 | 0 | 1 | 2 | 2 | 1 | 16 |
| Oconee | 1 | 3 | 0 | 0 | 1 | 1 | 1 | 7 |
| Lancaster | 4 | 2 | 0 | 0 | 0 | 1 | 1 | 8 |
| Chesterfield | 3 | 3 | 0 | 2 | 0 | 1 | 1 | 10 |
| Cherokee | 5 | 2 | 1 | 0 | 3 | 1 | 1 | 13 |
| York | 6 | 0 | 2 | 0 | 1 | 1 | 1 | 11 |
| Chester | 8 | 1 | 0 | 0 | 0 | 1 | 1 | 11 |
| Marion | 2 | 3 | 1 | 0 | 0 | 1 | 1 | 8 |
| Georgetown | 1 | 2 | 1 | 0 | 1 | 1 | 1 | 7 |
| Horry | 5 | 4 | 4 | 0 | 0 | 1 | 1 | 15 |
| Dillon | 3 | 2 | 1 | 0 | 1 | 1 | 1 | 9 |
| Darlington | 2 | 2 | 2 | 0 | 0 | 1 | 1 | 8 |
| Florence A | 3 | 7 | 2 | 0 | 2 | 1 | 1 | 16 |
| Dorchester | 2 | 4 | 2 | 2 | 2 | 2 | 1 | 15 |
| Charleston Bridge | 1 | 2 | 0 | 0 | 2 | 3 | 1 | 9 |
| Jasper | 2 | 4 | 2 | 0 | 1 | 2 | 1 | 12 |
| Charleston A | 2 | 6 | 0 | 1 | 5 | 3 | 1 | 18 |
| Charleston B | 3 | 7 | 2 | 0 | 2 | 3 | 1 | 18 |
| Colleton | 0 | 1 | 1 | 0 | 2 | 3 | 1 | 8 |
| Orangeburg | 3 | 2 | 0 | 1 | 2 | 0 | 1 | 9 |
| Clarendon | 4 | 2 | 0 | 0 | 0 | 1 | 1 | 8 |
| Bamberg | 5 | 0 | 1 | 0 | 1 | 0 | 1 | 8 |
| Summary | 117 | 138 | 37 | 12 | 58 | 58 | 39 | 459 |

Appendix B

SiteManager 3-Year History

SiteManager 3-Year History

| | | | | | | |
|----------|---------------|--------|--------------|--|--|-----------------|
| 01112005 | 12847471.45 A | 1SA015 | 01.110B | 6 MILES EAST OF RICHARD B. RUSSELL LAKE BRIDGE | TO A POINT BEYOND FORDING ISLAND ROAD EXTENSION | 72 |
| 01112005 | 16130583.35 A | 1AP003 | 07.2001 | HILTON HEAD FACTORY STORES ENTRANCE NO. 2 | TO A POINT BEYOND FORDING ISLAND ROAD EXTENSION | US-278 |
| 01112005 | 417437 A | 1PE002 | 08.171B | MILEPOST 181.7 (END OF THE CONCRETE SURFACE) | 0.3 MILES WEST OF THE US 52 OVERPASS (MP 208) | I-26 |
| 01112005 | 366999.77 A | 1RE010 | 09.2004 | | | |
| 01112005 | 496850.11 A | 1RE010 | 09.106CR3 | | | |
| 01112005 | 16182654.23 A | 1US004 | 14.67B | US 301 IN TURBEVILLE | WEST OF S-18 | US 378 |
| 01112005 | 846966.82 A | 1DE003 | 15.114B | | | S-34 |
| 01112005 | 735813.2 A | 1MY001 | 23.2001.4 | 200' SW OF PERCY AVE. TO 600' NE OF OLD OAK DR. | 200' E OF HICKORY HILL LANE TO 200' SE OF EULA ST | S-920 |
| 01112005 | 662651.27 A | 1MY001 | 23.2001.5 | AT HAMPTON PARK | | SC-253 |
| 01112005 | 1749235.29 A | 1AM001 | 23.355A | | | S-337 |
| 01112005 | 658648 A | 1SO006 | 26.999.1R1 | | | |
| 01112005 | 350308.04 A | 1EL002 | 26.201B | US 501 FROM US 576 S. OF MARION TO US 501 BUS N. OF MARION | SC 9 FROM .5 MILES S. OF US 701 TO .5 MILES N. OF US 701 | US 501, SC 9 |
| 01112005 | 111805.68 A | 1AP003 | 33.106C | | | |
| 01112005 | 1094920.95 A | 1CR002 | 35.120B | INTERSECTION @ SC 177 | INTERSECTION @ S-344 | SC RTE 9 |
| 01112005 | 2363400.27 A | 1SA021 | 39.101B | | | |
| 01112005 | 1101182.61 A | 1LL003 | 45.139B | SLOPE IMPROVEMENTS AND EXTEND CULVERT | IN SALTERS, SC | US-521 |
| 01112005 | 654169.48 A | 1AP002 | 46.632A | INTERSECTION SC 274 | W/ S-196 & S-491 | SC 274 |
| 03152005 | 326230 A | 1RO002 | 4755.129B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03152005 | 253575 A | 1PE010 | 4756.127B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03152005 | 156324 A | 1RO002 | 4757.127B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03152005 | 1617486.88 A | 1RE010 | 46.105CR1 | | | |
| 02082005 | 1727183.5 A | 1TR004 | 02.20051R1 | | | |
| 02082005 | 1819698.25 A | 1RE010 | 03.7305.98R1 | | | |
| 02082005 | 1761619.44 A | 1RE010 | 03.7305.99R1 | | | |
| 02082005 | 2834616.23 A | 1RE010 | 03.135BR2 | | | |
| 02082005 | 4036260.57 A | 1SA007 | 07.7905.01R1 | | | |
| 02082005 | 1163071.87 A | 1TH001 | 08.155B.01 | | | |
| 02082005 | 9018755.59 A | 1BA007 | 10.434A | I-526 (MARK CLARK) | ISLE OF PALMS CONNECTOR | S-88 |
| 02082005 | 1002840.81 A | 1RE010 | 14.105C | | | US 17 |
| 02082005 | 189635.83 A | 1BO011 | 18.102C | HUMMINGBIRD AVENUE | HUMMINGBIRD AVENUE | ROAD S-259 |
| 02082005 | 1640611.74 A | 1SA015 | 19.123BR2 | | | |
| 02082005 | 2888696.52 A | 1SA015 | 19.125BR1 | | | |
| 02082005 | 2040194.51 A | 1AP002 | 22.131BR1 | | | |
| 02082005 | 857404.62 A | 1SA015 | 24.2004 | US-25 / 178 (CALHOUN AVENUE) | S-199 (WILSON STREET) | S-199 |
| 02082005 | 1904878.85 A | 1PE002 | 28.20051R1 | | | |
| 02082005 | 523730.5 A | 1PL005 | 32.154B | SECTION OF S-273 | FROM WOODLAND HILLS (O.S.) TO S-1298 | S-273 |
| 02082005 | 1589487.63 A | 1TB001 | 36.147BR2 | | | |
| 02082005 | 735495.71 A | 1CR001 | 40.2003.1 | SOUTHERN RAILROAD | ATLANTIC COAST RAILROAD | RTE 768 |
| 02082005 | 15318458.43 A | 1MCO08 | 42.143B | FROM 1500' SOUTH OF US-221 | 1350' SOUTH OF S-590- PHASE 2 | |
| 02082005 | 15972448.5 A | 1SL002 | 42.196B | MILE MARKER 24 (E/W BOUND) | MILE MARKER 42 (E/W BOUND) | I-26 |
| 02082005 | 294710.35 A | 1MA012 | 43.142B | | | S-44 |
| 02082005 | 185396.25 A | 1SL002 | 44.115C | | | |
| 02082005 | 324292.1 A | 1BO002 | 46.144B | INTERSECTION US 21 | W/ S-162 | US 21 |
| 03082005 | 334980 A | 1AK001 | 4751.132B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03082005 | 154280 A | 1PE010 | 4752.130B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03082005 | 374000 A | 1AK001 | 4753.131B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03082005 | 220540 A | 1PE002 | 4754.130B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03082005 | 322270.65 A | 1SS001 | 04.2003 | | | SC- 8/81 & S-17 |
| 03082005 | 152513.01 A | 1PE002 | 07.20051 | | | |
| 03082005 | 990290 A | 1OG002 | 07.20052 | | | |
| 03082005 | 210626.48 A | 1FU001 | 13.142C | S-843 (THOMPSON CREEK RD.) | S-843 (THOMPSON CREEK RD.) | S-1086 |
| 03082005 | 594435.25 A | 1PL005 | 18.2004 | | | S.C. 642 |
| 03082005 | 115435 A | 1TB001 | 24.39051 | | | |
| 03082005 | 254230.54 A | 1SA015 | 24.120B | INTERSECTION US 25 | W/ SC 72 | US 25 |
| 03082005 | 18591000 A | 1AC001 | 26.160B | | | |
| 03082005 | 391852.67 A | 1RE010 | 27.2004RR2 | | | |
| 03082005 | 374826.16 A | 1SA015 | 30.2004 | | | |
| 03082005 | 1380604.87 A | 1AK001 | 31.20051R1 | | | |
| 03082005 | 2783568.37 A | 1CA007 | 32.117B | | | |
| 03082005 | 5921096.72 A | 1SO013 | 32.143B | RD. S-415 (CHURCH ST.) | RD. S-647 (GATOR RD.) | S-107 |
| 03082005 | 734016.8 A | 1CB002 | 40.24052 | | | S.C. RTE 302 |
| 03082005 | 4756588.32 A | 1EA001 | 40.2001.5 | | | US-21 AND S-59 |
| 03082005 | 572776.96 A | 1CR001 | 40.2003.2 | | | |
| 03082005 | 879771.26 A | 1JM001 | 40.197B | LEXINGTON COUNTY LINE (CONGAREE RIVER) | I-20 | I-77 |
| 03082005 | 3652308 A | 1BL011 | 42.197B | | | |
| 03082005 | 1233393.5 A | 1BO002 | 46.7105.01 | S.C. ROUTE 72 | ROAD S-724 | S-244 |
| 03082005 | 823845.85 A | 1BL011 | 46.175B | PLEASANT ROAD | LAKEMOUNT | S-1440 |
| 02282005 | 3293503.02 A | 1BA007 | 08.167B | | | |
| 02282005 | 2669908.1 A | 1BA007 | 10.197B | | | |
| 04122005 | 184840 A | 1TR004 | 4751.133B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 04122005 | 171096 A | 1TR004 | 4752.132B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 04122005 | 136284 A | 1TR004 | 4753.132B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 04122005 | 205102 A | 1TR004 | 4754.131B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 04122005 | 940335.49 A | 1SA015 | 02.171B | | | |
| 04122005 | 895601.89 A | 1RE010 | 03.106C | | | |
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| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
|--------------|-----------------|----------------|-----------|-------------|--|--|-----------------|
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| 04122005 | 15410575.45 A | | 1UN002 | 21.138B | | | SC-41 |
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| 04122005 | 629612.21 A | | 1PA005 | 22.2004 | | | |
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| 04122005 | 1093610.62 A | | 1RE010 | 27.131B | | | |
| 04122005 | 1647861.41 A | | 1AP002 | 28.158B | | | |
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| 04122005 | 17518710.54 A | | 1SL002 | 42.137B | APPROXIMATELY 1 MILE SOUTH EAST OF THE CITY OF SPARTANBURG | | SC RTE 295 |
| 04122005 | 1299158.12 A | | 1PL005 | 43.130B | INTERSECTION IMPROVEMENTS | AT RD. S-81 & RD. S-46 | U.S. ROUTE 15 |
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| 05102005 | 2346616.21 A | | 1CA007 | 14.123B | | | S-23 |
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| 05102005 | 3620323.18 A | | 1AS002 | 23.237B | | | |
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| 05102005 | 11987324.74 A | | 1US004 | 28.119B | | | I-20 |
| 05102005 | 1794388.85 A | | 1BO002 | 28.128B | INTERSECTION US 1/601 | W/ S-130 | US 1/601 |
| 05102005 | 2594646.67 A | | 1RE010 | 29.144B | | | |
| 05102005 | 381008.65 A | | 1LY001 | 39.122B | INTERSECTION SC 124 | W/ S-37 | SC 124 |
| 05102005 | 1988843.22 A | | 1PA005 | 45.135B | FROM US 52 | TO SC 261 | S-186 |
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| 06142005 | 299999.33 A | | 1AP002 | 14.666R1 | SOUTH OF US-301/US-521 SPLIT | SC-201 | US-521 |
| 06142005 | 16871859.44 A | | 1RR002 | 16.140B | | | SC 34 |
| 06142005 | 7361371.17 A | | 1UN002 | 18.139B | FOUR (4) BRIDGES OVER FOUR HOLE SWAMP | SW OF HOLLY HILL | U.S. RTE. 15 |
| 06142005 | 227305.41 A | | 1PA005 | 21.178B | INTERSECTION IMPROVEMENTS AT US 76/301 & S-354 | | US 76/301 |
| 06142005 | 1099486.65 A | | 1PA005 | 21.180B | INTERSECTION OF S-107 | @ S-136 | S-107 |
| 06142005 | 896647.3 A | | 1SO006 | 22.130B | ROSE HILL ROAD | BROWNS FERRY ROAD | S-179 |
| 06142005 | 7748552 A | | 1BL011 | 23.464AR1 | U.S. ROUTE 276 (LAURENS ROAD) | S-183 (ROPER MOUNTAIN ROAD/VERDAE BLVD.) | SC146 |
| 06142005 | 984073.07 A | | 1MA012 | 28.111C | S-47 | S-1060 | S-1059 |
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| 06142005 | 391411.68 A | | 1SO006 | 34.131B | HWY 378 | HWY 908 | S-207 |
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| 07122005 | 168926 A | | 1BA002 | 4753.39061 | VARIOUS ROUTES LOCATED THROUGHOUT | ENGINEERING DISTRICTS 3 AND 4 | VARIOUS |
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| 07122005 | 2153440.47 A | | 1AP002 | 28.100610 | | | |

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| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
|--------------|-----------------|----------------|-----------|-------------|-----------------------------------|----------------------------------|--------------------|
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| 07122005 | 7485285.96 A | | 1RE010 | 32.226B | MP 37.2 | 54.38 | I-20 |
| 07122005 | 497132.58 A | | 1WE002 | 34.122B | INTERSECTION SC 41 | W/ SC 908 | SC 41 |
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| 06212005 | 640131.16 A | | 1SL002 | 11.146B | | | I-85 |
| 08092005 | 1076489.5 A | | 1TR004 | 4755.132B | VARIOUS ROUTES LOCATED THROUGHOUT | ENGINEERING DISTRICTS 5, 6 AND 7 | VARIOUS |
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| 08092005 | 3510694.3 A | | 1SO006 | 16.148B | KERSHAW COUNTY LINE | HARTSVILLE HWY | S-23 |
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| 08092005 | 92254 A | | 1DA002 | 20.539 | BRIDGE OVER W FORK OF LITTLE | RIVER NW OF WINNSBORO | S-346 |
| 08092005 | 2068722.69 A | | 1KI001 | 23.100610 | | | |
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| 08092005 | 290862.79 A | | 1SS001 | 39.2003.1R2 | INTERSECTION OF U.S. RTE 178 | AND ROAD S-204 | U.S. ROUTE 178 |
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| 09132005 | 194837.48 A | | 1TB001 | 19.2406.01 | | | |
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| 09132005 | 443359.25 A | | 1MY001 | 23.195BR1 | | | I-85 |
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| 09132005 | 766341.04 A | | 1RE010 | 27.103C | INTERSECTION IMPROVEMENT AT S-32 | AND US RTE. 17 | S-32 |
| 09132005 | 6995754.34 A | | 1RE010 | 30.147B | RD S-101 | RD S-227 | US 76 |
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| 09132005 | 299907.5 A | | 1US002 | 42.159B | INTERSECTION OF US 176 | W/ S-56 (OLD FURNACE RD.) | US 176 |
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| 10112005 | 2497081.68 A | | 1CR001 | 32.257B | | | |
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| 10112005 | 1934789.11 A | | 1CR007 | 39.131B | | | S-158 |

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| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
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| 10112005 | 2875352.07 A | | 1MY001 | 42.162B | | | SC-9 |
| 10112005 | 701312 A | | 1JM001 | 46.217B | US 21 | SC 161 | I-77 |
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| 11082005 | 3888601.45 A | | 1SA015 | 19.134B | | | |
| 11082005 | 849454.66 A | | 1TH035 | 23.2001.11 | FAIRVIEW ROAD | 2400' EAST OF FAIRVIEW ROAD | S-453 |
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| 11082005 | 1563902.57 A | | 1TH035 | 23.211B | | | S-564 |
| 11082005 | 2988005.54 A | | 1FR001 | 23.249B | | | |
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| 11082005 | 574885.08 A | | 1MA012 | 28.161B | I-20 / US 601 INTERCHANGE | | I-20 |
| 11082005 | 4722461.6 A | | 1AP002 | 29.149B | | | |
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| 11082005 | 5966816.21 A | | 1US004 | 36.669 | I - 26 | U.S. ROUTE 76 BUSINESS | S C. ROUTE 121 |
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| 12132005 | 106220 A | | 1HE017 | 4754.136B | DISTRICT 4 | | |
| 12132005 | 109020 A | | 1HE017 | 4755.135B | DISTRICT 5 | | |
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| 12132005 | 353817.06 A | | 1SL002 | 11.290610 | | | |
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| 12132005 | 1229329.23 A | | 1PA005 | 13.100710 | | | |
| 12132005 | 399731.98 A | | 1CA005 | 13.220610 | | | |
| 12132005 | 564730.35 A | | 1AP002 | 13.290610 | | | |
| 12132005 | 3366705.23 A | | 1WE002 | 16.100710 | | | |
| 12132005 | 908463 A | | 1SO006 | 16.290610 | | | |
| 12132005 | 618663.52 A | | 1SA015 | 20.100710 | | | |
| 12132005 | 50168.96 A | | 1AP002 | 21.117C | | | S-690 & S-691 |
| 12132005 | 1057438.84 A | | 1PA005 | 22.290610 | | | |
| 12132005 | 2398732.42 A | | 1AS002 | 23.100710 | | | |
| 12132005 | 304086.25 A | | 1SS001 | 23.210B | INTERSECTION S-50 | W/ S-272 | S-50 |
| 12132005 | 287043.14 A | | 1AP002 | 26.118C | S-94 (11TH AVENUE NORTH) | CHERRY GROVE EXIT | US-17 |
| 12132005 | 2011878.18 A | | 1PA005 | 28.100710 | | | |
| 12132005 | 798869.01 A | | 1PA005 | 28.290610 | | | |
| 12132005 | 218219.33 A | | 1CR002 | 28.134B | INTERSECTION SC 34 | W/ S-19 | SC 34 |
| 12132005 | 868818.52 A | | 1BO002 | 29.100710 | | | |
| 12132005 | 2199238.48 A | | 1SA015 | 30.100710 | | | |
| 12132005 | 1287170.64 A | | 1CA005 | 30.220810 | | | |

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| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
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| 12132005 | 3601085.13 A | | 1SL002 | 32 100710 | | | |
| 12132005 | 842171 A | | 1CR002 | 32 290610A | | | |
| 12132005 | 444560.5 A | | 1TH022 | 32 258B | | | I-26/US 378 |
| 12132005 | 516057.4 A | | 1SL002 | 44 100710 | | | |
| 12132005 | 1432750.62 A | | 1BO002 | 46 100710 | | | |
| 12132005 | 1072346 A | | 1RE010 | 46.175BR1 | PLEASANT ROAD | LAKEMOUNT | S-1440 |
| 639309177.4 2005 Total | | | | | | | |
| 02142006 | 329680 A | | 1PE010 | 4751.139B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 02142006 | 154241 A | | 1SA017 | 4752.136B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 02142006 | 395000 A | | 1AK001 | 4753.137B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 02142006 | 220376 A | | 1SA017 | 4754.137B | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
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| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
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| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
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| 01092007 | 728981.25 A | | 1JM001 | 43.179BR1 | 0.5 MILES WEST OF US 521 | 0.5 MILES EAST OF SC 763 | US 76/378 |
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| 01092007 | 576631.99 A | | 1DR005 | 47.035909AR1 | ALONG INTERSTATE ROUTES 85, 185, 385, 26 AND 77 | IN ENGINEERING DISTRICTS 2, 3 AND 4 | VARIOUS INTERSTATE |

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| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
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| 02132007 | 439610 A | | 1RE007 | 4752.036180AR1 | | | |
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| 02132007 | 844471.92 A | | 1FR001 | 30.100801 | | | |
| 02132007 | 597274.33 A | | 1PL005 | 32.30494 | S.C.6 | S-1929 | S-1935 |
| 02132007 | 1443518.11 A | | 1UN002 | 42.204B | | | SC RTE 150 |
| 02132007 | 1658165.89 A | | 1CR001 | 45.100801 | | | |
| 02132007 | 666666.66 A | | 1ED001 | 47.035911A | ALONG INTERSTATE ROUTES 20, 26, 126, 526, 77 AND 95 | IN ENGINEERING DISTRICTS 1, 5, 6 AND 7 | VARIOUS INTERSTATE |
| 02202007 | 287415 A | | 1CA036 | 4755.035925A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 02202007 | 213250 A | | 1AK001 | 4756.035926A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 02202007 | 145907 A | | 1RO002 | 4757.035927A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03132007 | 171700 A | | 1PE010 | 4751.030584A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03132007 | 165764 A | | 1ST029 | 4752.035995A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03132007 | 140012 A | | 1ST029 | 4753.035996A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03132007 | 199850 A | | 1RO025 | 4754.035997A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03132007 | 760051.8 A | | 1CR002 | 28.156B | | | S-35 |
| 03132007 | 308774.95 A | | 1SL003 | 32.180713 | | | |
| 03132007 | 3050998.09 A | | 1CR002 | 40.236B | US 1 (TWO NOTCH RD.) | S-1293 (FLORA RD.) | S-424 |
| 03132007 | 1785861.8 A | | 1MY001 | 42.207B.1 | | | S-605 |
| 03202007 | 207675 A | | 1CA036 | 4755.035998A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03202007 | 123630 A | | 1AK001 | 4756.035999A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 03202007 | 175000 A | | 1PE010 | 4757.036000A | TO BE DETERMINED BY DEA | AFTER THE PROJECT IS LET | VARIOUS |
| 04172007 | 25488365.19 A | | 1RR002 | 26.159B.1R2 | | | |
| 04102007 | 439042.36 A | | 1SS001 | 01.021685A | | | VARIOUS |
| 04102007 | 349813.26 A | | 1WE002 | 17.36291 | | | VARIOUS |
| 04102007 | 376519.28 A | | 1PA005 | 21.36258 | | | VARIOUS |
| 04102007 | 409964.77 A | | 1CH005 | 38.2005.1 | S-824 (MURRAY RD.) | S-145 (ROBERT E. LEE ST.) | S-828 |
| 04102007 | 558883.6 A | | 1OG002 | 47.200701 | | | |
| 05082007 | 432170.22 A | | 1SL002 | 01.220801 | | | |
| 05082007 | 677754.95 A | | 1SL002 | 01.290802 | | | |
| 05082007 | 588018.65 A | | 1CA005 | 02.220801 | | | |
| 05082007 | 1508619.93 A | | 1AS002 | 04.220801 | | | |
| 05082007 | 1166618.64 A | | 1KI001 | 04.36287 | | | VARIOUS |
| 05082007 | 202274.96 A | | 1JS001 | 07.220801 | | | |
| 05082007 | 1439292.4 A | | 1SA007 | 08.220801 | | | |
| 05082007 | 281829.79 A | | 1SL002 | 11.220801 | | | |
| 05082007 | 770637.92 A | | 1PR033 | 11.138B | | | SC 11, US 221 ALT |
| 05082007 | 367870.85 A | | 1CA005 | 12.220801 | | | |
| 05082007 | 462260.72 A | | 1CA005 | 13.220801 | | | |
| 05082007 | 3546810.5 A | | 1BA007 | 15.555 | | | P-1501 |
| 05082007 | 1986370.46 A | | 1JS001 | 16.220801 | | | |
| 05082007 | 146011.53 A | | 1CA005 | 19.220801 | | | |
| 05082007 | 321738.75 A | | 1CA005 | 20.220801 | | | |
| 05082007 | 352673.49 A | | 1CR001 | 21.213B | | | VARIOUS |
| 05082007 | 1494652.6 A | | 1CR001 | 22.220801 | | | |
| 05082007 | 1736151.44 A | | 1AS002 | 23.220801 | | | |
| 05082007 | 283129.09 A | | 1CA005 | 24.220801 | | | |
| 05082007 | 34783945.76 A | | 1CA003 | 26.160B.1 | | | NMBC |
| 05082007 | 510185.12 A | | 1CA005 | 28.220801 | | | |
| 05082007 | 427441.88 A | | 1PA005 | 28.290802 | | | |
| 05082007 | 401783.16 A | | 1CA005 | 29.220801 | | | |
| 05082007 | 234992.37 A | | 1CA005 | 30.220801 | | | |
| 05082007 | 252006.46 A | | 1CA005 | 31.220801 | | | |
| 05082007 | 2885600.64 A | | 1EA001 | 32.026886A | ROAD S-1793 | SOUTHERLY FOR 0.59 MI. | S-1930 |
| 05082007 | 1141269.46 A | | 1CA005 | 32.220801 | | | |
| 05082007 | 672944.21 A | | 1CR001 | 32.290802 | | | |
| 05082007 | 221724.79 A | | 1CA005 | 35.36232 | | | VARIOUS |

SiteManager 3-Year History

| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
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| 05082007 | 207,348.47 A | | 1CA005 | 36.220801 | | | |
| 05082007 | 1105000.72 A | | 1DA002 | 37.139B | BRIDGE OVER LONG CREEK | 12.2 MILES WEST OF WALHALLA | |
| 05082007 | 584828.28 A | | 1MA012 | 38.178BR1 | INTERSECT WITH SC 400 | | SC 4 |
| 05082007 | 4579445.35 A | | 1UN002 | 39.141B.1 | | | SC 133 |
| 05082007 | 161363.3 A | | 1CA005 | 41.220801 | | | |
| 05082007 | 248692.7 A | | 1SL002 | 42.189B | | | SC 295 |
| 05082007 | 242114.81 A | | 1CA005 | 44.220801 | | | |
| 05082007 | 664731.52 A | | 1CA005 | 46.220801 | | | |
| 05082007 | 410593.13 A | | 1BA002 | 47.036357A | | | |
| 06122007 | 2229603.54 A | | 1AM001 | 01.139B.1 | | | SC 28 |
| 06122007 | 2578113.48 A | | 1RE006 | 10.129BR2 | BRIDGE APPROACHES AT BOHICKET CREEK | 9.8 MILES SW OF CHARLESTON | S-20 |
| 06122007 | 157900.8 A | | 1SL002 | 11.56072 | | | |
| 06122007 | 163637.21 A | | 1LC001 | 12.135B | INTERSECTION S-56 | W/ S-74 | S-56 |
| 06122007 | 277082.41 A | | 1FR001 | 23.100802 | | | |
| 06122007 | 772997 A | | 1SL002 | 30.036526A | 0.0 | 14.7 | I-385 |
| 06122007 | 334806.01 A | | 1CR001 | 32.290803 | | | |
| 06122007 | 1618246.1 A | | 1SS001 | 37.138B | | | US 76 & US 123 |
| 06122007 | 5126248.3 A | | 1CR001 | 40.036525A | MP 6.0 FOR 15.0 MI | MP 13.5 (NBL AND SBL) | I-77 |
| 06122007 | 14251451.29 A | | 1UN002 | 45.131BR1 | | | SC 377 |
| 07102007 | 712927.44 A | | 1TB001 | 02.170801 | | | VARIOUS |
| 07102007 | 135170.15 A | | 1SA015 | 02.290802 | | | |
| 07102007 | 619622.58 A | | 1IN011 | 04.200802 | | | |
| 07102007 | 3575277.06 A | | 1DE003 | 1329.100B.1 | | | SC-9 |
| 07102007 | 1320512.46 A | | 1CR001 | 16.147B | CONST JOINT @ EBENEZER RD | SC 403 | S-19 |
| 07102007 | 326399.4 A | | 1CR001 | 17.170801 | | | VARIOUS |
| 07102007 | 341332.33 A | | 1CR001 | 21.036601A | | MYRTLE BEACH HWY | VARIOUS |
| 07102007 | 928551.7 A | | 1CR001 | 21.201B | EFFINGHAM HWY | | S-34 |
| 07102007 | 827941.87 A | | 1IN011 | 23.200802 | | | |
| 07102007 | 3266603.33 A | | 1RE010 | 27.136B | 0.18 MILES EAST OF I-95 | SC 462 | S-13 |
| 07102007 | 1192664.42 A | | 1CR001 | 28.170801 | | | VARIOUS |
| 07102007 | 974814.81 A | | 1CR001 | 31.170801 | | | VARIOUS |
| 07102007 | 714205.26 A | | 1CR001 | 32.170801 | | | VARIOUS |
| 07102007 | 13220522.59 A | | 1SO013 | 32.145BR1 | SC 602 | OLD TWO NOTCH RD | SC 6 |
| 07102007 | 2740206.24 A | | 1CR001 | 32.229B | ALONG RD S-663 (WOODTRAIL DR.) | TO APPROX. 7.38 MILES | S-663 |
| 07102007 | 326605.27 A | | 1CR001 | 35.170801 | | | VARIOUS |
| 08142007 | 2118177.23 A | | 1EA001 | 04.151B | | | |
| 08142007 | 99999.96 A | | 1WE002 | 17.036772A | | | VARIOUS |
| 08142007 | 7272821.58 A | | 1RE006 | 18.109B | REPLACE BRIDGE WITH R.C. BOX CULVERT | 7.4 MILES SOUTH OF SUMMERVILLE | S C ROUTE 165 |
| 08142007 | 703838.04 A | | 1EA001 | 23.218B | INTERSECTION OF S-146 AND S-272 | | S-146 |
| 08142007 | 99133 A | | 1CH005 | 32.036587A | INTERSECTION OF I-26 AND US-1 | | |
| 08142007 | 544237.77 A | | 1CO019 | 42.036561A | 75.5 | 77.3 | |
| 08142007 | 288939.67 A | | 1CR001 | 45.170801 | | | VARIOUS |
| 09112007 | 1561199.69 A | | 1CR007 | 0439.100B.1 | 0.27 MI. SOUTH OF GORDON LANE | 0.01 MI. NORTH OF GORDON LANE | S-140 / S-93 |
| 09112007 | 1968175.79 A | | 1BA007 | 08.170801 | | | VARIOUS |
| 09112007 | 369965.09 A | | 1TB001 | 19.100802 | | | |
| 09112007 | 3220873.88 A | | 1PA039 | 23.2001.10 | FROM HUDSON ROAD (S-347) | TO BATESVILLE ROAD (S-312) | S-94 |
| 09112007 | 778500.19 A | | 1US004 | 25.104C | FROM SC RTE 68 SW | FOR APPROX. 1.5 MILES | S-844 |
| 09112007 | 1048192.33 A | | 1WE002 | 26.036817A | | | VARIOUS |
| 09112007 | 6399650.75 A | | 1RE001 | 34.124B | | | SC 41 |
| 09112007 | 1427473.01 A | | 1EA001 | 46.132B | S-90 (CLINTON AVE.) | 0.20 MILES EAST OF QUINN RD. | SC 55 |
| 09112007 | 2106962.65 A | | 1UT002 | 47.036207A | | | I-85 & I-77 |
| 10092007 | 490929 A | | 1SA017 | 4751.035928A | VARIOUS ROUTES LOCATED THROUGHOUT | ENGINEERING DISTRICTS 1 AND 2 | VARIOUS |
| 10092007 | 493073.75 A | | 1PE010 | 4753.035929A | VARIOUS ROUTES LOCATED THROUGHOUT | ENGINEERING DISTRICTS 3 AND 4 | VARIOUS |
| 10092007 | 141625 A | | 1AN015 | 01.340802 | | | |
| 10092007 | 1088195.15 A | | 1FR001 | 04.036678A | | | VARIOUS |
| 10092007 | 487273.78 A | | 1FR001 | 04.170801 | | | VARIOUS |
| 10092007 | 216402.84 A | | 1AP003 | 07.170801 | | | |
| 10092007 | 686470.11 A | | 1SA007 | 08.036681A | | | |
| 10092007 | 565585 A | | 1OG002 | 10.035913A | JUST EAST OF ASHLEY PHOSPHATE ROAD | JUST WEST OF HERIOT STREET | I-26 |
| 10092007 | 677388.88 A | | 1JM001 | 10.221B | 0.5 MILES EAST OF US-52/78 INTERCHANGE | 0.5 MILES WEST OF US-52/78 INTERCHANGE | US 52/78 |
| 10092007 | 465879.07 A | | 1CR001 | 13.170801 | | | VARIOUS |
| 10092007 | 946425.09 A | | 1SA007 | 15.170801 | | | VARIOUS |
| 10092007 | 1358156.87 A | | 1JM001 | 16.035912A | 1 MILE SOUTH OF US-52 | NORTH CAROLINA STATE LINE | I-95 |
| 10092007 | 216371 A | | 1RO002 | 18.036800B | 0.5 MILES EAST OF US-15 | 0.2 MILES EAST OF S-139 OVERPASS | I-26 |
| 10092007 | 702304.3 A | | 1PA005 | 21.036680A | | | VARIOUS |
| 10092007 | 248452.74 A | | 1PA005 | 21.036708A | | | VARIOUS |
| 10092007 | 711761.88 A | | 1RE010 | 27.170801 | | | |
| 10092007 | 716726.44 A | | 1CR001 | 28.036676A | | | |
| 10092007 | 596470.32 A | | 1FR001 | 30.036677A | | | |
| 10092007 | 187041 A | | 1AN015 | 30.340802 | | | |
| 10092007 | 129281 A | | 1RO002 | 32.036801A | JUST WEST OF SC-6 (EXIT 55) | JUST WEST OF US-378 (EXIT 61) | I-20 |
| 10092007 | 126636.31 A | | 1SL002 | 32.036901A | | | |
| 10092007 | 288797.09 A | | 1LA026 | 35.036667A | | | VARIOUS |
| 10092007 | 654287.86 A | | 1SL002 | 38.036682A | | | |
| 10092007 | 326343.16 A | | 1KIO01 | 39.170801 | | | VARIOUS |
| 10092007 | 1094332.2 A | | 1FR001 | 42.170801 | | | VARIOUS |
| 10092007 | 768275.91 A | | 1BO002 | 46.036685A | | | |

SiteManager 3-Year History

| Letting Date | Contract Amount | Letting Status | Vendor ID | File Number | Termini A (From) | Termini B (To) | Route |
|--------------|-----------------|----------------|-----------|----------------|---------------------------------------|-------------------------------------|---------------------|
| 10092007 | 1557646.33 A | | 1SL002 | 46.170801 | | | VARIOUS |
| 11132007 | 1019152 A | | 1PE010 | 4755.035930A | VARIOUS ROUTES LOCATED THROUGHOUT | ENGINEERING DISTRICTS 5, 6 AND 7 | VARIOUS |
| 11132007 | 228998.89 A | | 1TB001 | 02.176B | SC-302 AND S-419 | | S-419 |
| 11132007 | 169695.16 A | | 1PE010 | 07.200803 | | | |
| 11132007 | 529641 A | | 1OG002 | 0810.036906A | 4 SEGMENTS | | I-526 |
| 11132007 | 390170.42 A | | 1CR001 | 21.036740A | | | VARIOUS |
| 11132007 | 645334.53 A | | 1CR001 | 22.170801 | | | VARIOUS |
| 11132007 | 264000.13 A | | 1SA015 | 24.170801 | | | VARIOUS |
| 11132007 | 2374765.65 A | | 1US004 | 32.116B | | | S-871 |
| 11132007 | 1825829.97 A | | 1MY001 | 32.220B | | | S-51 |
| 11132007 | 1784756.29 A | | 1SA015 | 36.036696A | LEXINGTON COUNTY LINE | NEAR S.C. RTE. 34 | I-26 |
| 11132007 | 2610014.85 A | | 1UN002 | 37.145B.1 | | | SC 59 & S-167 |
| 11132007 | 587504.06 A | | 1AM001 | 40.173B | | | S-1683 |
| 11132007 | 432262 A | | 1OG002 | 42.036910A | 0.5 MILES SOUTH OF SC-129 | 0.8 MILES NORTH OF S-57 | I-85 |
| 11132007 | 548796.5 A | | 1OG002 | 46.036906A | NC STATE LINE | JUST NORTH OF S-710 | I-77 |
| 10162007 | 7995212.96 A | | 1CA023 | 1838.036256AR1 | MILE POST 85.7 (ORANGEBURG COUNTY) | MILE POST 68.8 (DORCHESTER COUNTY) | I-95 |
| 12112007 | 1083670.76 A | | 1TH031 | 02.149B | AT HOLLOW CREEK | 1.5 MILES SOUTH OF S.C. RTE. 302 | S-146 |
| 12112007 | 10934213.68 A | | 1SL002 | 04.036559A | 10.9 MILE POST | 18.8 MILE POST | I-85 |
| 12112007 | 897839.4 A | | 1US004 | 04.164B | | | US 29 |
| 12112007 | 234500 A | | 1AD003 | 09.390802 | | | |
| 12112007 | 446008.69 A | | 1PA005 | 16.170801 | | | VARIOUS |
| 12112007 | 1915521.87 A | | 1DA002 | 21.036945A01 | | | S-577 |
| 12112007 | 1442252 A | | 1LE006 | 2134.036951A01 | | | |
| 12112007 | 5321819.07 A | | 1MY001 | 23.178B | BRIDGE OVER ENOREE RIVER | 3.5 MILES SOUTHWEST OF GREER | ROAD S-94 RELOC |
| 12112007 | 952461.19 A | | 1LL003 | 26.205B | | | US 501 BUS US 701 |
| 12112007 | 382303.07 A | | 1SA015 | 30.132B | FROM APPROX. 0.15 MILES SOUTH OF S-23 | TO APPROX. 0.15 MILES NORTH OF S-23 | SC 14 AND S-23 |
| 12112007 | 2802178.51 A | | 1RE006 | 31.113B | | | US-15 |
| 12112007 | 199640.94 A | | 1LE006 | 32.560B1 | | | |
| 12112007 | 2294575.36 A | | 1US004 | 32.204B | | | US 21 / US 176 / US |
| 12112007 | 222810.28 A | | 1WE002 | 34.170801 | | | VARIOUS |
| 12112007 | 398620.18 A | | 1US004 | 42.203B | | | S-540 |
| 12112007 | 1550062 A | | 1BA002 | 47.037102A | | | INTERSTATES/PRIMARY |

311024864.4

20067 total

1183052242

3 Year Total

Appendix C

Brandenburg & Bell Regression Equations

**Development of a Process to Forecast
Construction Staffing Levels**

Stefanie G. Brandenburg

and

Lansford C. Bell

Department of Civil Engineering

Clemson University

August 2000

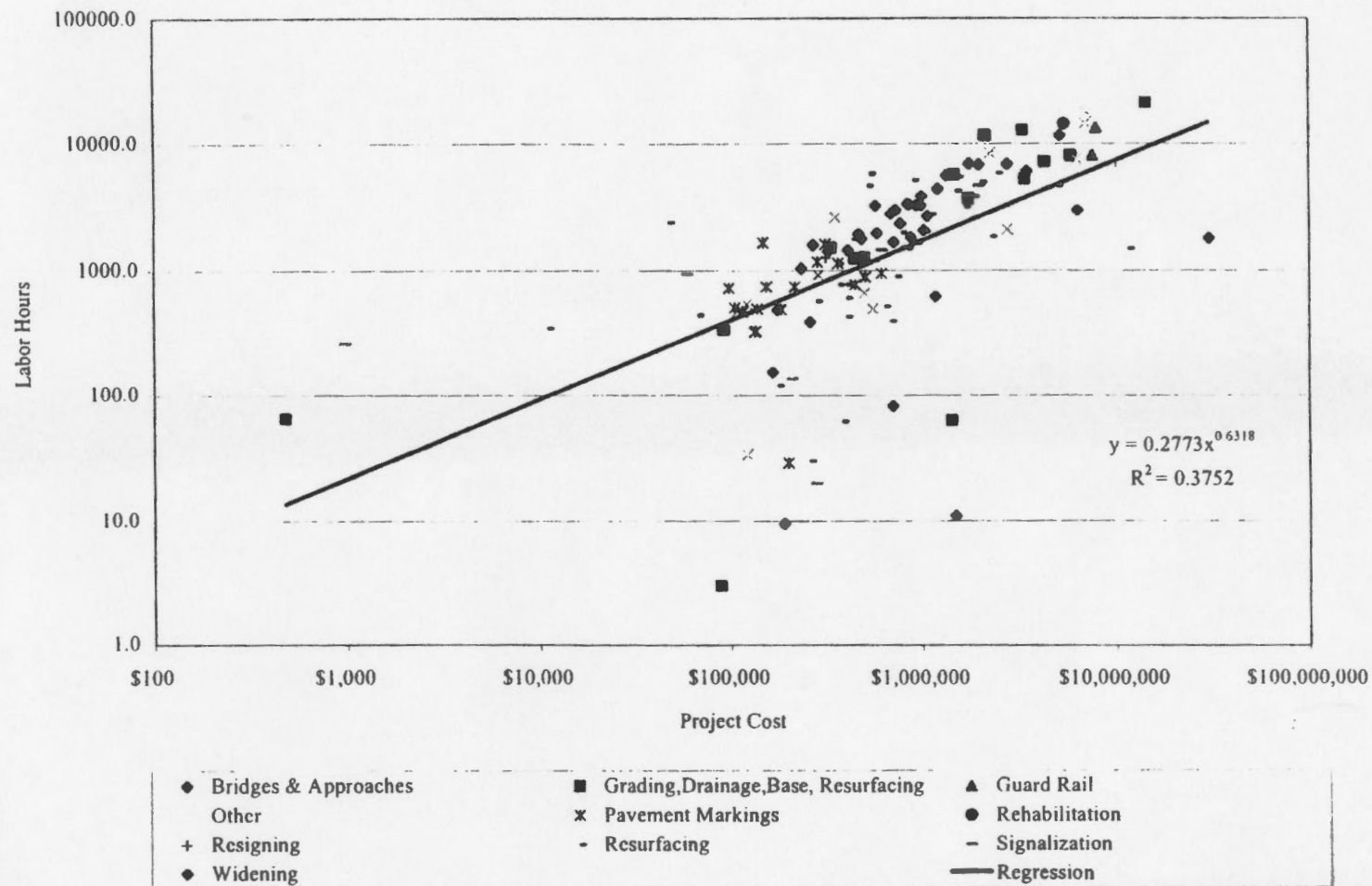


Figure 1. Regression Analysis for All Project Categories

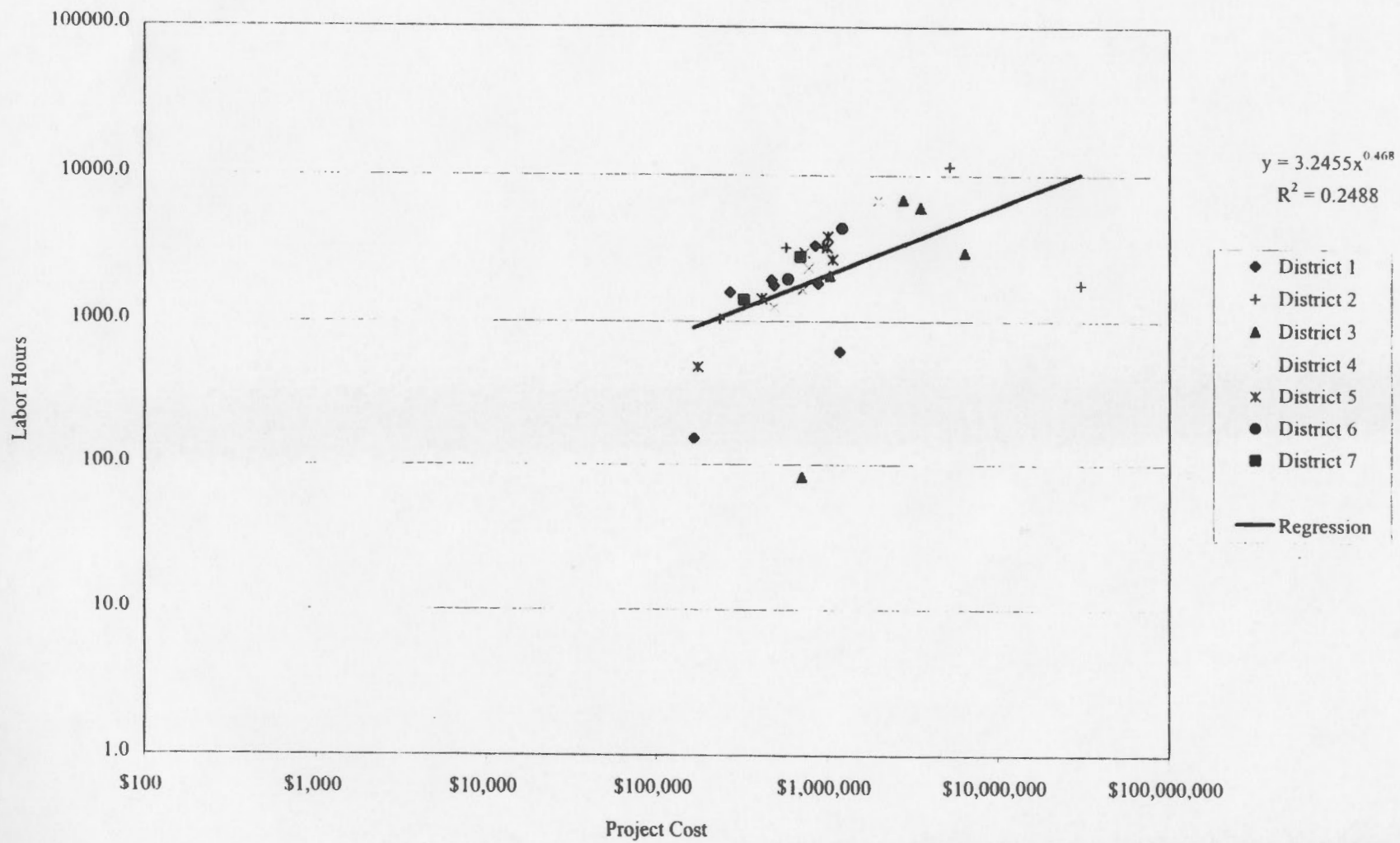


Figure 2. Regression Analysis for the Bridges and Approaches Project Category

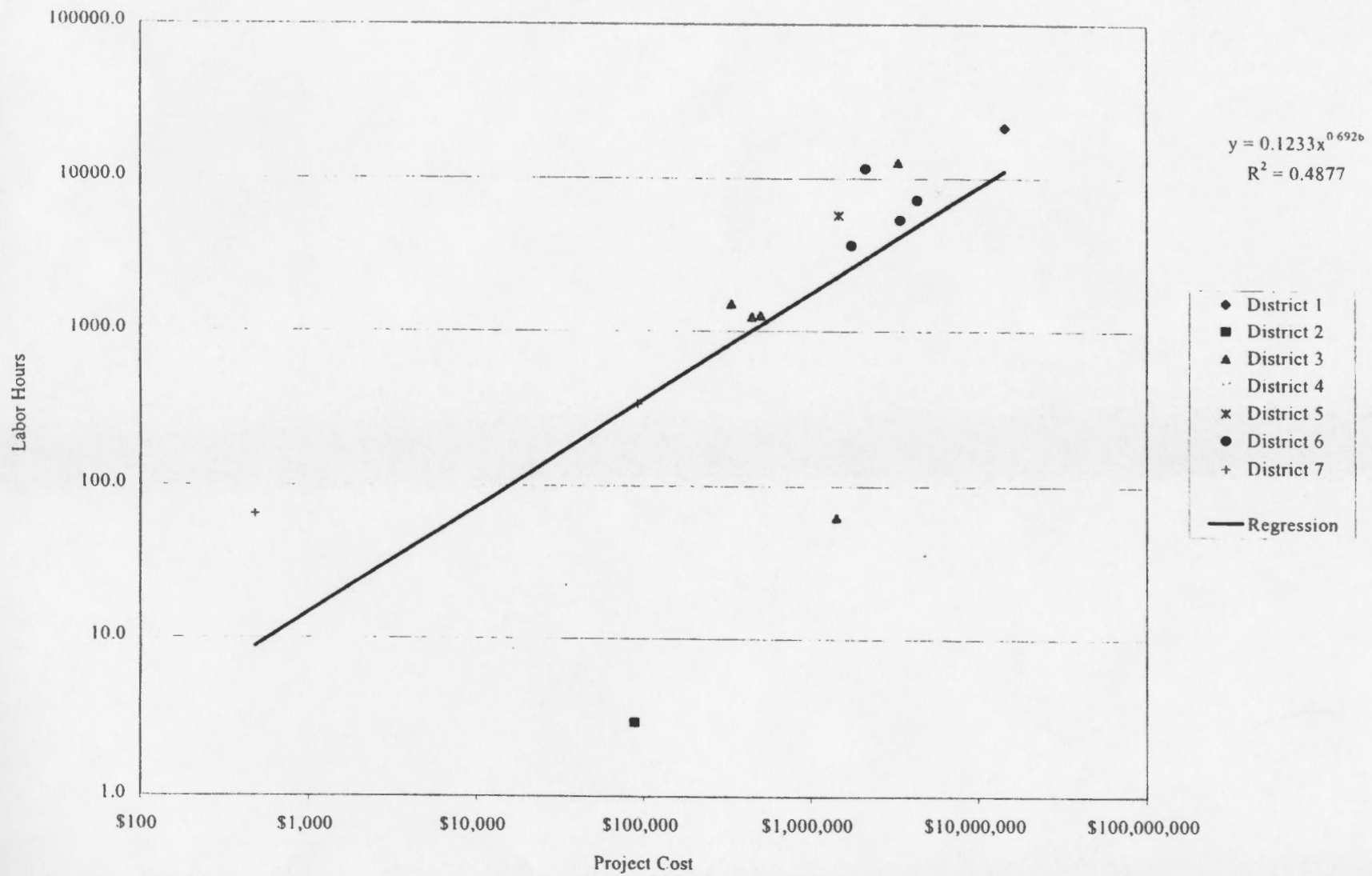


Figure 3. Regression Analysis for the Grading, Drainage, Base and Resurfacing Project Category

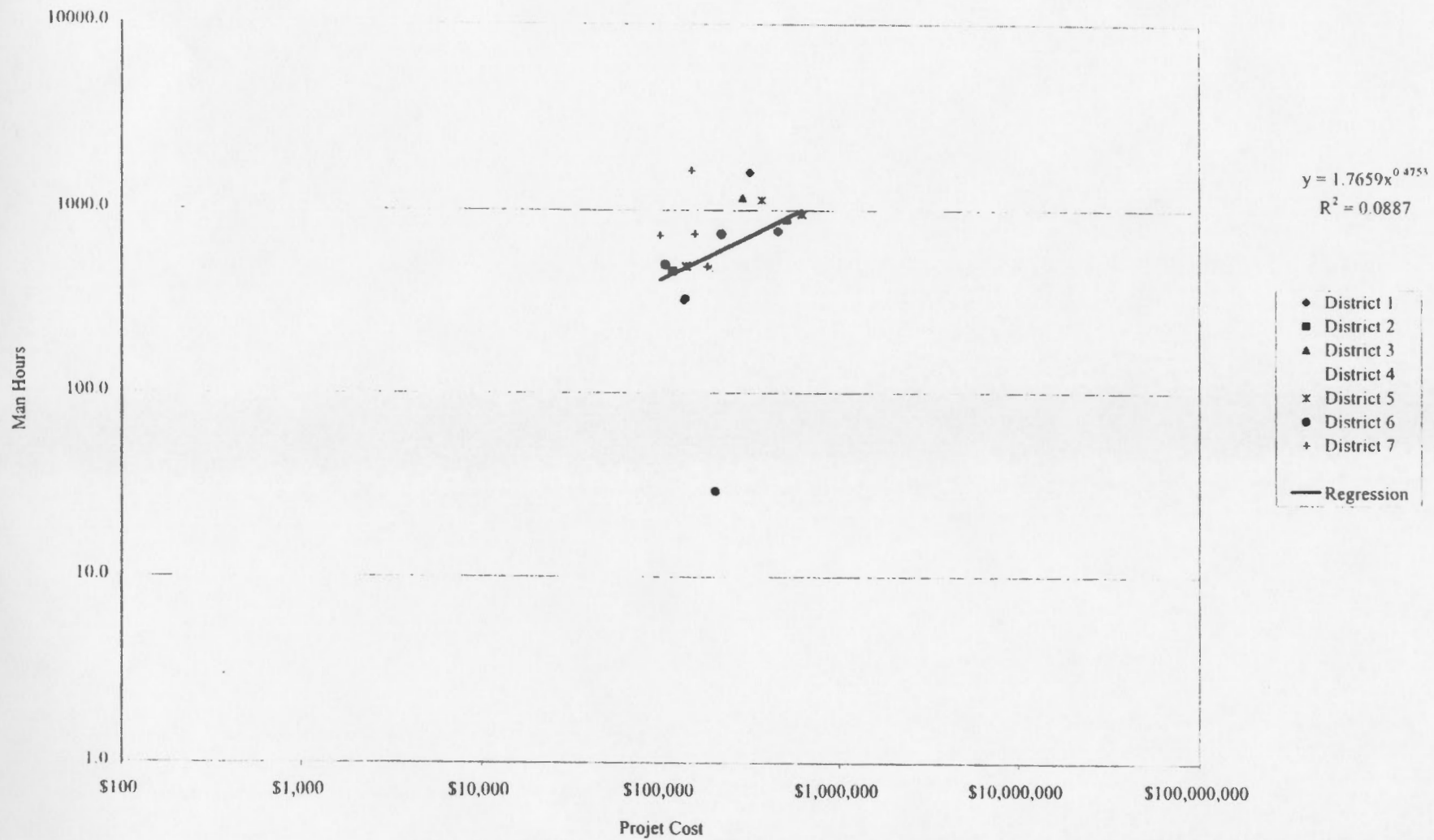


Figure 5. Regression Analysis for the Pavement Markings Project Category

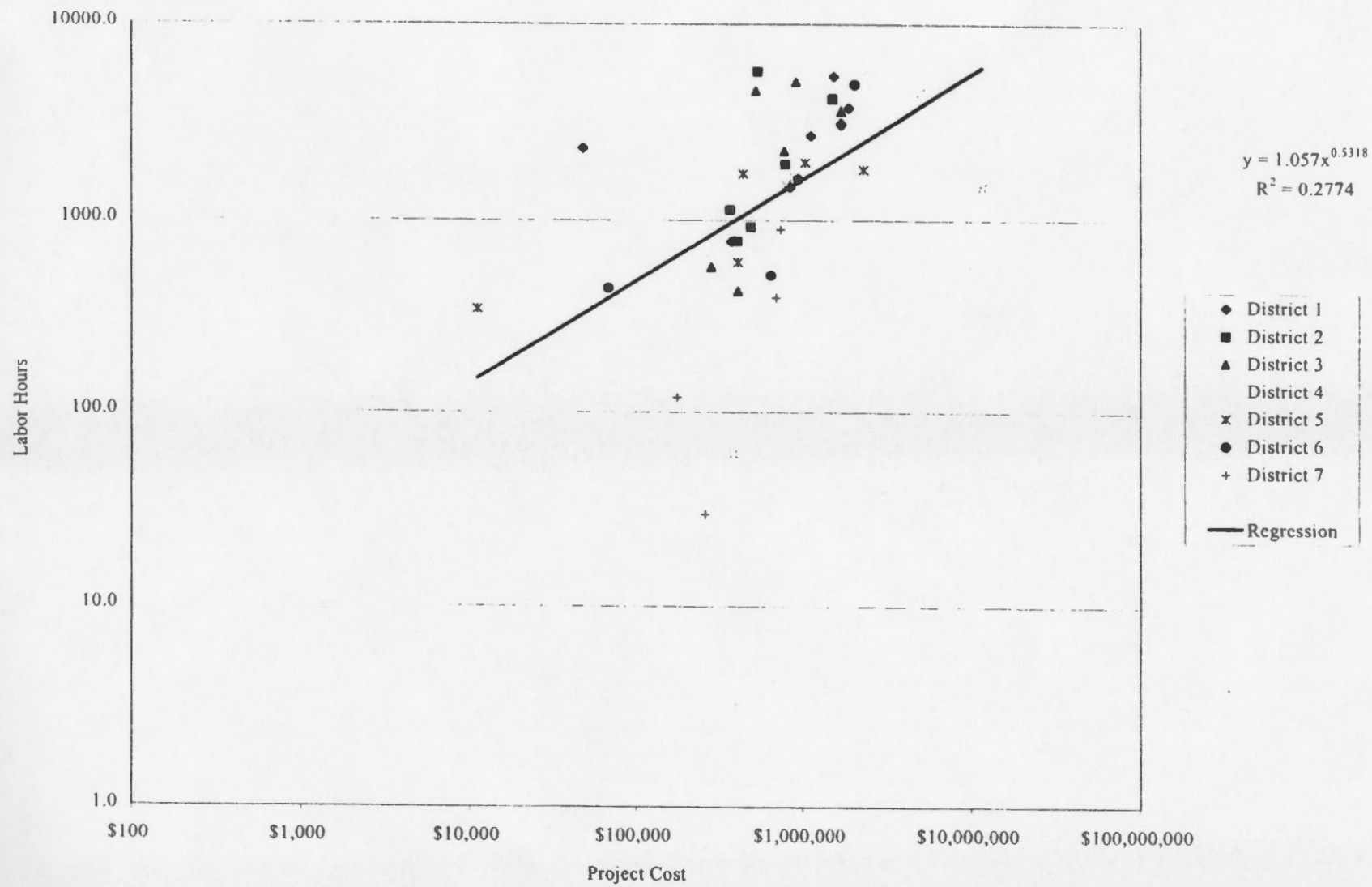


Figure 7. Regression Analysis for the Resurfacing Project Category

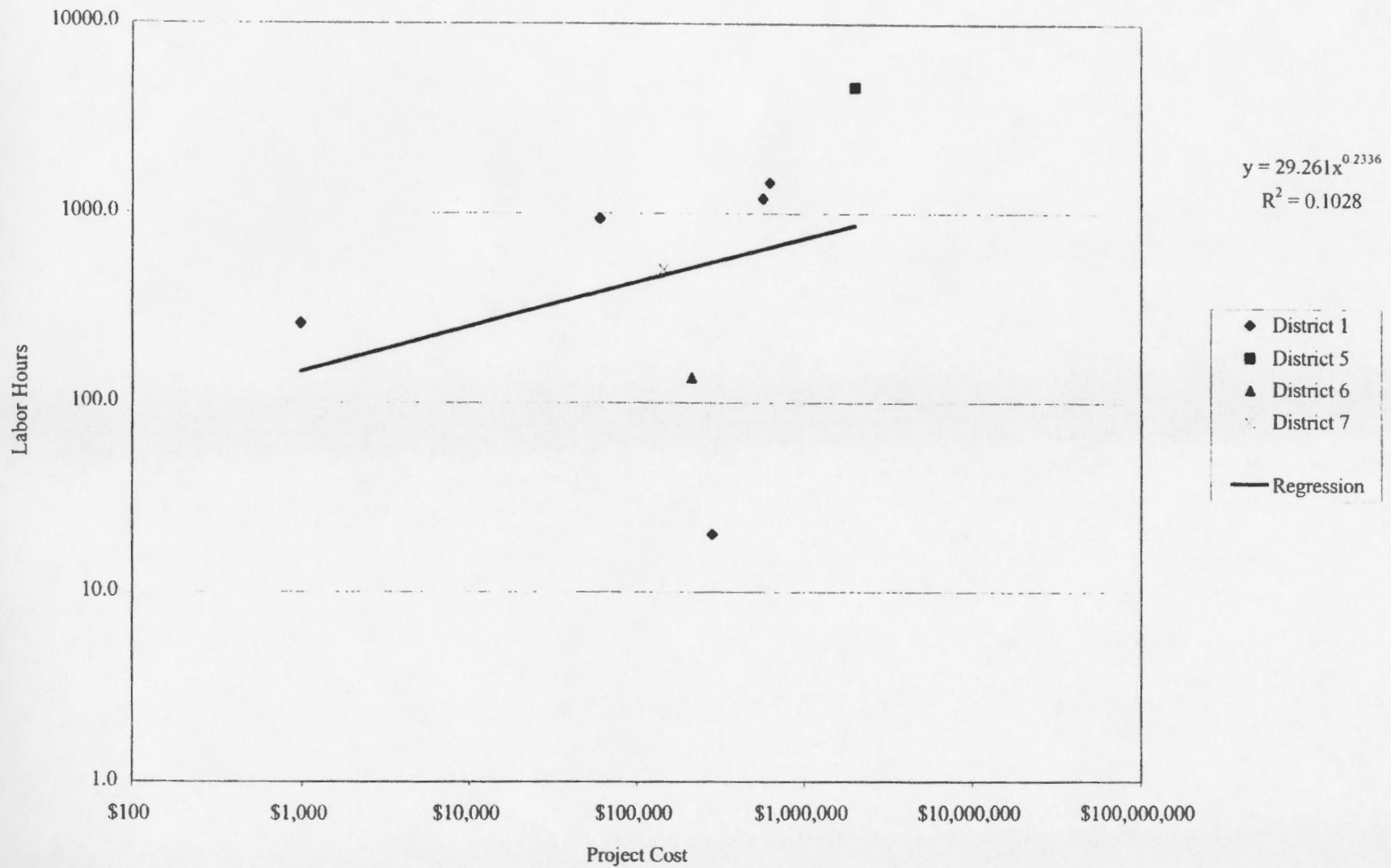


Figure 8. Regression Analysis for the Signalization Project Category

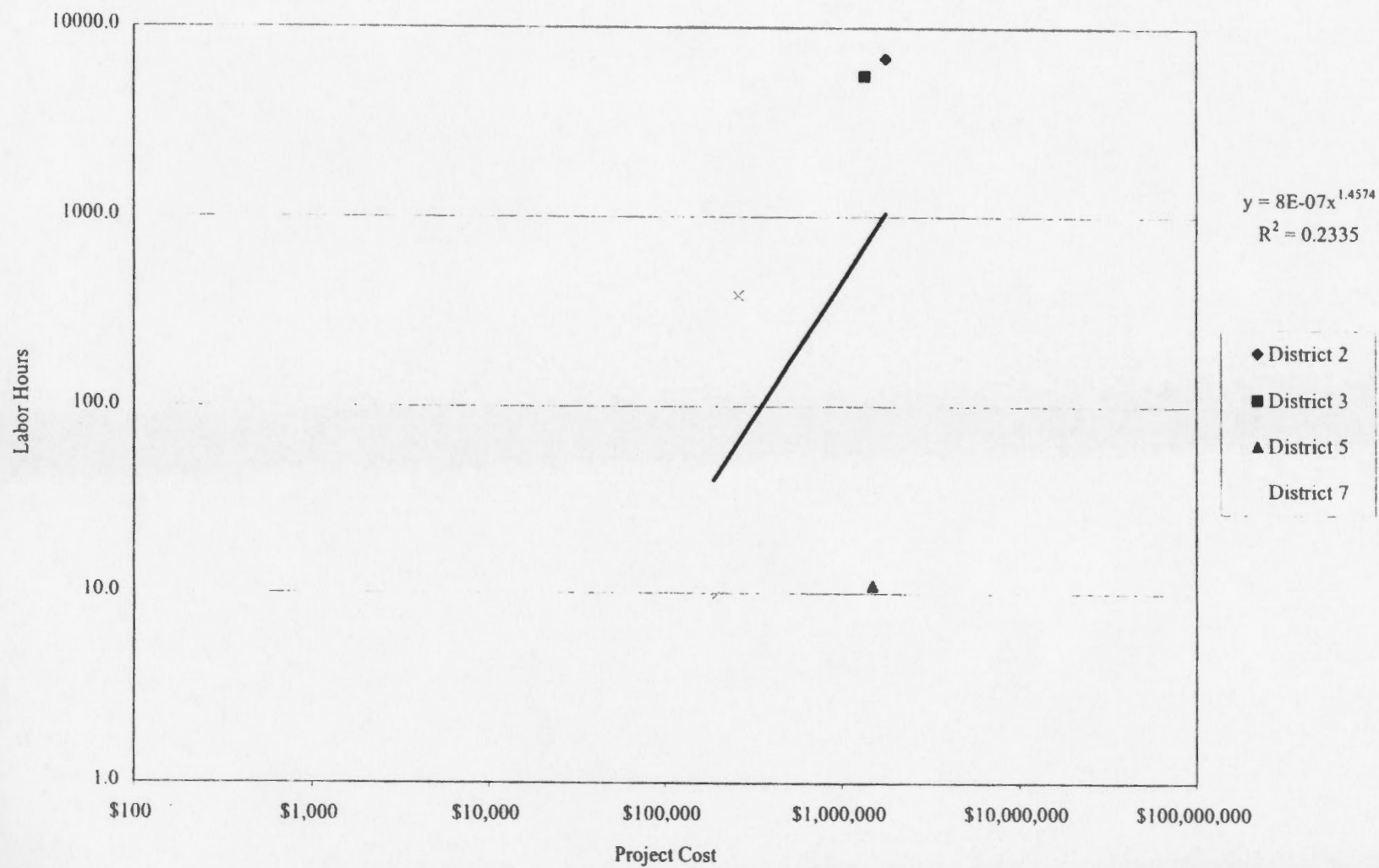


Figure 9. Regression Analysis for the Widening Project Category

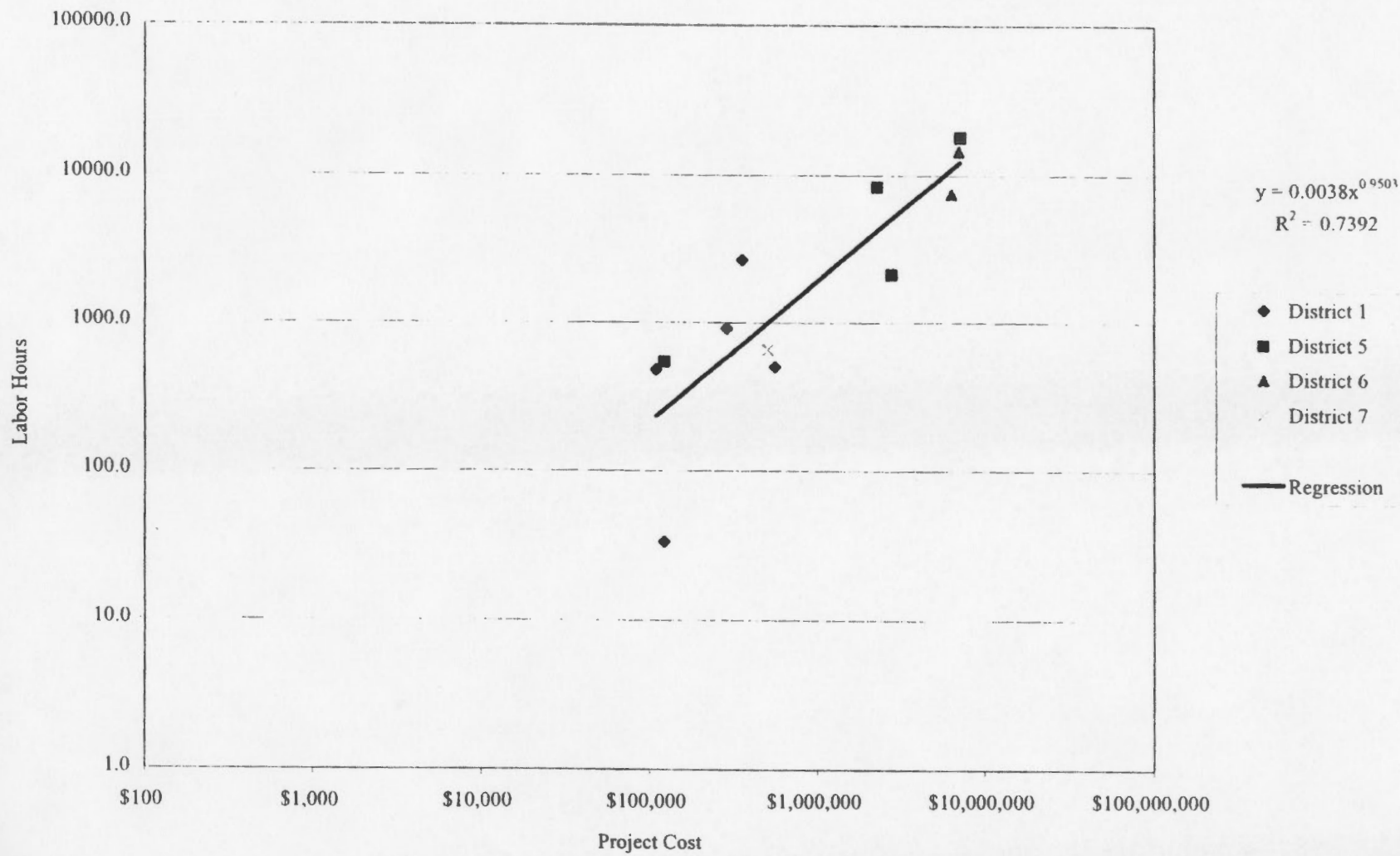


Figure 10. Regression Analysis for the "Other" Project Category